

Rocking Talent

Microsoft

"The pandemic has affected the growth of women's places, especially in LATAM"

Anna Tavis:

"People should always be the most important investment that any company or organization needs to make"

Ackermann International:

"Without talent, organizations have no future"



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Rocking Talent



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THIS IS THE Real Life

Progressive rock or garage rock was born with the desire to expand the music, create and design new ways of expression and use the influence of other instruments to develop and evolve the melody. I imagine the distinct Freddie Mercury feeling and embracing the transformation, making way for the magical creation of perfect combinations, generating a song from thousands of experiments, and giving the masterful result of a Bohemian Rhapsody. Thank you for the organized madness, the non-conformity, and the desire to generate a true and lasting revolution.

Growth is collective and experimental. It often requires abandoning one's own, ceasing to be, to transform the self and generate robust compositions, integrated by mixtures, some unthinkable, to achieve the level of sophistication that is needed. Introducing something, many times may sound like replacing something else, but it is rather to open the way and give space to the new, to the birth of what is being gestated. For that to happen, you must be willing to let go. Because always in every decision something is gained and something is left. That is when we understand that to lose is to gain, to gain the new and unknown that can lead us to our destiny.

Progressive compositions pushed the elevation of musical themes, they were characterized using constant movement. That movement that allows us to not remain still or oblivious to reality, is this real life, is this just fantasy, movement helps us to co-construct, to not stay with our universes, but to begin to live the multi-universes in others that empower our imagination and expand our own reality. This movement is for everyone, to move requires assuming the need to expand, to change, to reinvent.

True, honest, selfless influences, stripped of the individual self and filled with the group we. Just as within progressive rock there are many varieties, styles, and mixtures. Each person is unique, singular and from RockingTalent we have the purpose of amplifying those varied styles, but when we start to see all the notes, there is not only one style, there are many incredible compositions that make a much more ambitious, robust and solid musical whole.

That's why we invite you to read this fascinating edition, full of new textures and we hope that the styles you hear will ignite that necessary revival that will push the transformation that will generate your expansion.

Progressive Rock EDITION

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HUMAN RESOURCES

By ROCKING TALENT

Is a recognized thought leader and compelling speaker on HR and the future of work. She was recently in Argentina where she participated in the BenchClub HR Summit 2022. In this interview, Anna analyzes trends in the future of work and shared good practices for building healthy, human-centered organizations.

You are the academic director of the Department of Human Capital Management at New York University, also you write books on topics related to Human Resources, precisely the last one is: "Humans at Work: The art and Practice of creating Hybrid Work Spaces". What can you tell us about this new perspective that puts people at the center of organizations?

The pandemic ushered in a new era in Organization and People Management. The global health crisis made it abundantly clear that people are indeed the most valuable asset of organizations of all types from private to public and in the not-for-profit sectors. The fact that during the pandemic management needed to pay attention to the wellbeing of the employees to the extent that never had to be done before, was a wakeup call to those companies that took the "revolving doors"

approach to management assuming that they can always hire people from outside. The traditional focus of organizations was on performance and productivity but during the pandemic, it became about the retention of employees. Performance and productivity were the outcome of creating supporting workplace experience.

Today, this new approach to managing people is being tested again. Will companies re-commit to making employee experience their focus and allow for more flexible, personalized work arrangements and support the hybrid model of working.

As a result of this shift, the roles of Chief Human Resources Officers were elevated.

The role of CHROs (Chief Human Resources Officers) has been elevated in the course of the pandemic. To add more, the importance of People Issues has been elevated to the attention of the Corporate Boards and other most senior governing bodies.



People should always be the most important investment that any company or organization needs to make".



If before, the only topic discussed with CHROs at the Board level was Executive Compensation and Executive Succession. Today, questions of Employee Experience and Wellbeing, Diversity, Equity and Inclusion are being elevated to the Board level. The prioritization of such people specific issues puts CHROs front and center in the enterprise decision process.

How important is the experience of the employees to an organization?

It won't be wrong to say that the trajectory of the people function today is a shift away from the administration of work towards employee experience. There are two major reasons for that change:

#1. The evolution of work through technology, analytics and more efficient tools and methods.

#2. The changing mental models of what work is about and what it is for. The purpose of work is changing and getting more personalized and values driven.

We will be asking the question of "Why Do We Work?", more often.

How do you create a healthy work culture? Who does this task depends on?

The healthy workplace culture is the culture created with employees in mind. It is misguided to think that "healthy" workplace culture is about the external perks and benefits etc. First and foremost, healthy workplace is about people's ability to do their work in the best they can, to achieve their goals and to continue to learn, to be rewarded for the good work they do and receive fair and constructive feedback they need in order to grow. The healthy workplace culture is about inclusive team environment, a manager who is an excellent coach and an opportunity to achieve one's highest potential at work.

In summary, a healthy workplace is about healthy human connections and relationships first, achievement and growth second.

What to do when there is a high level of turnover?

In the case of high turnover, there are a series of steps that need to be undertaken to "stop the bleeding."

Step #1

Make sure your exit interviews are conducted in a timely way. Have people tell you why they decided to leave.

Step #2

Make sure everyone leaves on good terms. Always keep the door open for them to return.

Step #3

Take care of your people who are staying. Conduct "stay interviews." Understand what it would take for them to stay, anticipate issues that may compel them to leave.

Step #4

Take a deeper dive into the culture. Do an analysis of root causes of the departures, identify trends

Step #5

Get your Managers involved. Managers are the backbone of a healthy organizational culture.

Step #6

Come up with a plan of action to prevent further attrition. These actions may be specific to your organization

How is the true management revolution achieved?

I am a believer in the evolution of culture. A successful revolution happens in management or elsewhere only when the change is supported from within. No question, what is now called "black swan" events occur. However, for revolutions to succeed, the internal factors have to contribute.

The pandemic is one such "black swan" event. However, the reason we can leap frog into the next generation workplace—the hybrid workplace—is because the pandemic was an accelerator. The pandemic accelerated the evolution of technology, the changes in the mindset and helped reframe the relationships between the employees and the managers.

What good practices can you share with our readers for building healthy, human-centered organizations?

One of the best examples of a healthy organizational culture that not only

survived but flourished in the pandemic is Airbnb. In the first days of the pandemic when everyone was convinced that the hospitality business was finished, the CEO Brian Chesky wrote to the employees the most moving letter. In his very personal letter, he explained why he had to lay off 1/3 of his workforce. He apologized and made sure that his employees got a "soft landing" by providing sizable severance, medical insurance and computers for them.

In just a few months, Airbnb was able to reinvent itself in a digital and remote format. The employees who remained loyal to the company were welcomed back and the business not only survived but successfully grew.

The point in the Airbnb's pandemic story is that investing in people and caring about them pays great dividends in the long run.

What do you think of the talents in this LATAM region?

I think that Latam is a continent full of incredible talent. I met with students at UADE and UBA. I had conversations with many HR professionals at many conferences and meetings. I am impressed with how eager they are to learn to share and to collaborate among themselves and with others.

I also believe that the distinguishing feature of Latam talent is their creativity and entrepreneurship.

Latam talent is global talent.

Something you would like to add and I have not asked you

One aspect of the changing workplace that I would like to flag in the end is that despite acceleration in technology adoption, people should always be the most important investment that any company or organization needs to make.

ANNA TAVISS | co- Author: Humans at Work, Clinical Professor, Academic Director, Human Capital Management Department, NYU, SPS in



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"The pandemic has put a big mirror in front of our humanity" ↗
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the Chilean startup that puts technology at the service of education

By ANA LAURA CARREGA

Juan Pablo Mena is a Civil Engineer with a specialization in AI (artificial intelligence). For 7 years he has been the CEO of **uPlanner**, a Chilean EdTech that reduces costs, administrative times and improves student retention through software based on algorithms, big data and artificial intelligence.

Recognized by Unesco and Microsoft for its contribution to higher education through AI, uPlanner has already helped 3 million students in 16 countries around the world and has allowed institutions to receive 30% more students without the need to invest in structure.

Back in 2012, Juan Pablo Mena, Rodrigo Hernández, Carolina Arce, Cristian Espinoza and Wilbaldo Bravo, co-founders of uPlanner, saw the need to incorporate technology in educational institutions, which were facing unstable software, errors in schedules and other problems that made processes inefficient and ineffective.

"At that time our team consisted of 5 to 7 people. Today there are more than 60 of us in uPlanner and this year we aim to double that number", says Juan Pablo and explains that the platforms help higher education institutions to plan, organize and manage not only the infrastructure, but also their academic plans and deliver a better experience to students: "It is fundamental for universities to make decisions based on data collected by our solutions. This data, isolated and without a specific analysis, might not have much value, but with the technology we have developed, we give it a value that allows us to strengthen and optimize different parameters".

Among this data, he points out, is that of "student life", which includes academic, attendance, financial and other aspects that allow them to create predictive models based on AI, so that the institutions can visualize in time who are the students who could drop out of their studies and, in this way, see the possibilities of supporting them: **"This platform, which is called uRetention, is part of our Student Success suite, which is also composed of an application called uExperience, which is used by different universities to centralize in a smartphone app all the resources they have for their students,"** he says.



Together with **Student Success** we developed 2 suites for different areas of higher education entities:

SMART CAMPUS:

Composed of technological solutions such as uPlanning, which aims to optimize the available resources of the university infrastructure, the scheduling of classrooms and academic schedules.

CURRÍCULUM MANAGEMENT:

A suite that we create with solutions such as uImprove, to improve curriculum management systems, courses, content and also those elements that are fundamental in the accreditation processes of universities.

For Juan Pablo, education is fundamental for the development of people and society, which is why they already work with more than 80 institutions around the world. Technology, he says, is fundamental and education is one of the sectors that lacks maturity in its implementation, because the solutions used are based on IT industry tools such as computer systems adapted for curriculum management, but not on the particularities and challenges imposed by higher education institutions: "This is most evident in the use of data. All human activity, and in this case in relation to higher education, produces an enormous amount of information, but if that data does not have a form of collection, analysis and strategy and intelligence of use, its value is null. That is where we focus our work, our technological solutions based on AI, big data and specialized algorithms gather that data, depending on the area for which it is needed, process and analyze it, then deliver results or predictive models for the optimization or organization of infrastructure, curriculum planning, decision making," he reveals.

Startup culture

"We have people of enormous professional talent and human quality and we permanently promote initiatives that allow them to continue growing in their

professional development, but above all, contributing to their happiness. The work we do in education is wonderful and even though we know that those who make up our team are talented, we try to ensure that their days at uPlanner generate meaning, shared purpose, making an impact from each of their different roles with a strong sense of teamwork and collaboration. We are looking for cheerful people with initiative and positive attitude, eager to make positive changes in society. We firmly believe that each person who joins uPlanner must share our values of learning, collaboration and impact, be passionate and committed to work together towards the goals we have set for ourselves", says Juan Pablo while assuring that in uPlanner they will find a startup culture, a dynamic and friendly environment, where they can interact at a multicultural level with different types of people, nationalities and work specialties.

He also highlights that according to the latest Happiness Index survey, which is measured internally at uPlanner, 73% say that equal opportunities for their employees is a high priority: "Although the results are very good, we see room for improvement, because in our company equity and inclusion are fundamental and we are committed to promote and implement these values," he says.

"We work together with Value For Women to implement strategies that allow us to develop actions with three main focuses:

1. **Seedbed of young talent** that fosters inclusion.
2. **Attracting female talent through inclusive recruitment** and hiring processes, generating processes and active practices in matters that allow us to be an attractive company for women.
3. **Satisfaction, retention and advancement:** Improve individual satisfaction and long-term sense of belonging in the organization for both men and women. This through the development of internal policies and practices related to satisfaction and organizational culture, incorporating benefits such as post-natal care for parents, which is already part of what we offer our employees", he adds.

uPlanner's plans

Juan Pablo assures that they have great challenges for this year and those to come: "Today we are working on how to attract the best talent and retain those who are already with us. For this it is very important to continue strengthening our employer branding as a differentiating brand image and employer experience, linked to the experience that starts from the very process of attraction to hiring, onboarding and then continuously monitoring what our people value and what makes them happy. Another great challenge is communication, today we are 100% remote with a staff of people mainly in Mexico, Peru, United States, Colombia and Chile, which challenges us to be always communicating, informing and generating spaces for virtual meetings, and sometimes also face-to-face in hybrid modalities with each team".

Mena reveals that they had a 2021 with very positive results, they grew as a company with new customers in different countries, expanded the network of partners with whom they will seek to scale in new markets. In addition, they will seek to strengthen their presence with the operations they started in the United States and Brazil, projecting a growth of the team to 120 people, twice as many as they are today.

"Today we are working on how to attract the best talent and retain those who are already with us".

JUAN PABLO MENA | CEO uPlanner in ↗

Loreanne GARCÍA:

"Entrepreneurs build the future"

By PAOLA ALBORNOZ



KAVAK

Kavak has become a reference of inspiration for those who dream of having their entrepreneurship in Latin America, we went to their offices to meet one of its founders, Loreanne García, who also heads the Human Resources area, in a relaxed conversation we were able to cover her personal and professional challenges, and everything that this organization brings for this year.

You started your career in Venezuela, you have worked for renowned companies and today you are leading one of the most important Latin American unicorns, what else can we learn about your career?

I am a production engineer, I started in a very corporate world from Procter & Gamble to McKinsey where I was able to participate in different projects, countries and industries, there I learned a lot. Then, I went to study my MBA at Stanford, very excited to fill myself with that entrepreneurial spark that you find in Silicon Valley, and being there I realized that the things I enjoyed the most had to do with organization and culture (which is very much aligned with my current role), after my studies I spent some time in the McKinsey office in San Francisco and then I went to Mexico leading the commercial team of Aprecia Financiera and some time in Coca Cola FEMSA.

Although you have been in the market for 5 years, 2021 was very significant for Kavak, breaking an internal milestone and going from 1,000 to 8,000 people around the world. How do you create culture in this context?

We have grown in these 5 years because of three things: 1) we managed to find a very large market, which is the third, fourth economy of the countries where we are, 2) a market that is fragmented at the level of competition, which allowed us to get closer to the consumer and to include technology in the processes, and 3) most importantly, the team and the people who make everything possible.



||

Many people ask me why I made the leap into entrepreneurship and it is something that had caught my attention, we entrepreneurs build the future. At that time my brother (Carlos Garcia) approached me with the idea of Kavak and it really clicked, I had lived that experience where you have to sell a car and you have to show it to an unknown person and you feel insecure and that does not have to be so, because for us Latinos it is the greatest asset we buy, if we are lucky, a house, but if not a car changes our lives, so our purpose was born to create a process where selling the car was in a transparent and fun way".

“
Behind the numbers there are faces, people who wake up with a purpose to drive our project forward and do the best for our customers”.



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From day one we asked ourselves about the culture we wanted to have and we built one based on making sure that talented people join, with a lot of hunger and desire to do things differently, we give them a mission that takes them out of their comfort zone because it's the only way your brain thinks exponentially, and we combine that with your superpowers which are those natural talents of each person.

What are the challenges you are driving from People at Kavak?

We are growing in number of people, in countries and in our business model. We were born as a platform for buying and selling cars and now we are an ecosystem of everything related to buying a car, we have a financial service, we can take care of warranties, insurance and reconditioning. The People team has the challenge of making the people that we are still a Kavak, still with an entrepreneurial mindset.

Something I would like to ask you is how you have seen the growth of Latin American entrepreneurship in recent years.

It has been an incredible growth, when we started 5 years ago this entrepreneurial ecosystem was not even close, the investment rounds were low. For me, for this ecosystem to exist, it must have capital so that you can promote the idea; another, the talent part, with the people who decide to join the project, and finally the network that has been growing and is being strengthened.

Now, what are the issues that are being left out of the corporate and entrepreneurship agendas?

The things that are being left out are the focus on soft skills, I think that many organizations focus conversations on hard skills, we see people as replaceable and we are not, each person brings something different to the table.

At *Rocking Talent* our purpose is to be the stage that amplifies the uniqueness of voices, because we understand that it is people that make achievements possible. What is Kavak's purpose and what would be yours?

Kavak's purpose has evolved and I love it, we want to make people go further. We also have a parallel purpose

which has been to help shape the entrepreneurial ecosystem, we understand that every time we open the door to an entrepreneur we do it indirectly to many more stories.

My purpose is simpler, is that my children are people who want to leave an impact on the world and feel that I am always building something bigger than me, taking advantage of the places where I am, now being one of the few women entrepreneurs I have the purpose of working because there are more and more of us.

Loreanne you work in industries where few women have access, how have you done to overcome the glass architecture and how, from your role, do you push to open the way for more women?

As women, since we were little, our level of ambition is different, and maybe some of them, as they grow up, prefer to occupy spaces where they can have a more balanced life, they go for a career that allows them to have more time. Life has led me to make decisions that challenge me, I studied engineering and I have always been in very masculinized environments, where many times throughout my career I have been the only woman at the table, I have seen this as an opportunity to push every day, to accept that we are different and that this difference is what we must bring to the table.

What inspires you?

I am inspired by the people around me, not the people who are far away but the people who are close by. I'm inspired by my sister-in-law to wake up earlier to exercise because I see her doing it. I am inspired by my brother when I see him in a meeting room and he tells us things that at first we think we won't be able to achieve, but he walks us through it, I am inspired by my co-workers and my children to be present and enjoy every day.

What else can we see from Kavak?

This year you will continue to see a lot of growth, we want to offer mobility solutions for people worldwide, you will see conversations on the global side, a lot of innovation and disruption.

LOREANNE GARCÍA | Co-Founder and Chief People Officer of Kavak



Watch this interview in a new episode of

Rock On Set

—In Spanish—


People, excellence, honesty and innovation are the four pillars on which Ackermann International's DNA is built, says Managing Partner US, Begoña González-Blanch. In this interview with Rocking Talent, the Spanish executive who has lived in the United States for more than 6 years, emphasized the importance of challenging the status quo, redesigning, reinventing and that the point of gravity today is no longer on the organization, but on the candidate, among other issues.


By LEILA OVANDO

You are a Spanish-speaking woman in a country with a different culture and a different language. You have been in the United States for more than 10 years now, but would you tell us what it was like to relocate? What were the biggest challenges you faced and in retrospect, how do you think it made you grow as a professional?

I moved to the USA 6 years ago. The moment of my arrival was difficult because, first, I did not know anyone, and, second, I was starting a company from scratch, a challenge that, if that was not enough on its own, on top of that, I was working in an unknown country. But thanks mainly to dedication, perseverance and effort, I managed to achieve my goals. I share some of the actions that helped me. For example, as soon as I arrived, I created a roadmap to make myself known and to get to know all the companies that could be potential clients. I also opted for specialization, in my case in multicultural and bilingual profiles. Our work consists, above all, in building trust, providing the highest quality service and helping our clients in their talent decisions, which are increasingly important, and in this sense, all the actions carried out in terms of specialization, differentiation, networking and also the value of my previous experience of

WITHOUT TALENT, ORGANIZATIONS HAVE NO FUTURE

more than 20 years in the Executive Search industry, have helped me to make a niche for myself in the market. If I look back, I see all the effort rewarded because I have been successful, professionally I feel much more complete, I have shown myself what I am capable of and I like this feeling of having overcome a challenge, a great challenge, by the way?

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from the companies and their demands, which have remained more or less the same, but from the professionals who have significantly changed their priorities. Many professionals are leaving their current positions and starting to look for companies and projects that, on the one hand, are more aligned in culture and values with them, and, on the other hand, offer flexibility. This is why the job market is so active now. The point of gravity no longer levitates over the organization but has shifted and moved closer to the candidate, and this directly affects talent attraction and retention strategies.

"WE HEADHUNTERS ARE NOT JOB CREATORS BUT CONNECTORS: WE CONNECT THE NEEDS OF COMPANIES WITH THE AVAILABLE TALENT"

SAMUEL PIMENTEL - Executive Chairman Ackermann International [in](#)

I would like to ask you about the differences you see, from your position, between the European market and the U.S. Do you consider that there are notable differences between the training and needs of both Spain and the U.S.?

I would highlight three main ones. First, the most notable difference has to do with the very nature of the market. The U.S. job market offers high opportunities and that makes candidates much more demanding.

Another of the main differences I have detected has to do with the professional profile. The U.S. professional tries to specialize and is very concerned that the functions he/she performs respond to and adhere to that specialization, while the European professional is more versatile and accepts to perform functions for which he/she may not have been hired; in this sense, he/she is more adaptable.

And as far as training is concerned, I believe that both Europeans and Americans are very well trained. In the U.S., the foreign candidate who brings knowledge of other cultures, different languages, etc., is highly valued. As a difference, we can point out that Americans, in general, do not like to think much of their own country.

You have extensive experience in international executive search in 2 different continents. What are the key skills and/or competencies that clients are looking for in recent years? Do you notice changes in priorities/indispensables pre and post pandemic when looking for talent?

What is most sought after and needed is creativity, empathy, communication skills, effort and work capacity, responsibility and commitment. What we call soft skills are becoming increasingly important. In today's highly uncertain environment, the ability of professionals to adapt and connect is critical. Knowledge is becoming obsolete at breakneck speed and this brings with it the need to keep learning all the time. We are at a time when we need

to question the status quo, redesign and reinvent many of the things we are doing, and this requires maximum curiosity, creativity, critical spirit? If we think about how business models and organizations are being transformed, this leads us to consider the importance of connection and collaboration, because today no one has the answers alone or the ability to find the formula for almost any of the challenges we have on the table; we need to stay united, connected, collaborate, hence the importance of all the skills that have to do with communication, empathy, etc. In short, what we need and are looking for are those skills that allow us to adapt, grow and move forward.

As for the pre- and post-pandemic, the truth is that the main change is not coming

	EUROPE	UNITED STATES
MARKET DYNAMISM	-	HIGH OPPORTUNITIES DEMANDING CANDIDATES
PROFESSIONAL PROFILE	ADAPTABILITY	SPECIALIZATION
TRAINING	GOOD TRAINING	GOOD EDUCATION APPRECIATES FOREIGN CANDIDATES WHO BRING DIVERSITY AND OTHER VIEWPOINTS

Although there is still a long way to go, in recent years women have been making progress and gaining greater rights and equality. The latest "Women in Business 2022" report stated that Spain has achieved the highest number of women in senior positions with 36% and in the ranking of "S&P 500 companies" there are only 6.6% of women CEOs in the United States. Although these are significant figures, it is clear that we must continue to fight to narrow the gender gap. What actions are you promoting at Ackermann International to make this happen?

At Ackermann International, the commitment to diversity and equal opportunities is an essential part of our DNA, of our strategy and permeates all our activities. As part of our company, at Ackermann International we have parity in the Group's management team, and countries such as, in this case, the USA, and others are led by women.

As part of our strategy, all our activities are governed by the principles of non-discrimination and equal opportunity. We are also proactively committed to ensuring that in all our processes, all the short lists we present to customers reflect diversity. And because, as you rightly point out, there is still much to be done, we are also part of various associations and participate in numerous initiatives that promote equal opportunities and gender-neutral talent. For example, at Ackermann International we are members of the EJECON Code of Good Governance and others like it, and in my case, I am the founder and president in the USA of the WhExecutives association, whose objective is to promote gender-free talent.

In this new labor reality there is more and more turnover, remote employment, and the attraction and retention of talent is a challenge for organizations. What recommendations would you give to those managers who

are in an increasingly competitive and dynamic market?

We are indeed in a highly competitive and dynamic market, so my recommendation is always: work with dedication and passion, strengthen your personal contacts and networking, always do a little more than what is expected of you, because, among other things, it will help you grow and excel, and success and new opportunities will come your way.

"THE MAIN CHANGE IS COMING FROM PROFESSIONALS WHO HAVE SIGNIFICANTLY SHIFTED THEIR PRIORITIES."

HR has gone from being a vendor in many organizations to sitting at the small table because they realized the strategic value it brings to the business. What characteristics would you say mark this new era of HR?

This new era has highlighted the importance of people within companies, who are the greatest asset. The results and reputation of all companies depend on their performance and happiness. Therefore, the HR function has ceased to be merely the administrative manager of payroll and conflicts and has become a key strategic lever for the sustainability of the company because without talent, without their knowledge, performance, commitment, commitment, creativity and innovation, there is no possibility of a future for any organization.

Would you tell the readers of Rocking Talent what Ackermann International's culture and leadership is like? What is its guiding principle?

People, Excellence, Honesty and Innovation I would tell you are our pole stars. The most important thing in the Ackermann International Group is the people who are part of it and that is why we work in an environment of maximum closeness, taking great care of our employees, helping them to achieve their professional goals and, above all, caring about their overall well-being, not only from a professional point of view.

We pursue excellence, first, because it is what we owe to the clients and candidates with whom we work, to whom we have to offer the best results, and also because we believe that it is the path to development and a source of satisfaction for each of the company's professionals.

We value and take great care of honesty, transparency and ethics, because they are fundamental pillars of our activity.

And finally, I would also like to emphasize that we are a very dynamic Group that is very committed to innovation. We are constantly looking for ways to help our clients and candidates more and better, and to grow, and this is also part of our identity and our culture.

In the end, our goal is to help our clients achieve their professional success by hiring the best talent, and to do so, we need to have the best talent within, and when we talk about the best talent we mean people who stand out for their integrity and values, who are passionate about their work, who are driven by the pursuit of excellence and who are not satisfied with what they already know how to do today, but who cultivate continuous learning.

BEGOÑA GONZALEZ-BLANCH | Ackermann International [in](#)

Gabriela Gutiérrez

“As women, our questions have a different perspective and that allows us to do new science”

By ANA LAURA CARREGA



She is a doctor in reproductive immunology and an independent researcher at Conicet, and the only Argentine woman who has been able to create two biotechs in the fertility area: Immunogenesis and Microgenesis.

Scientist Gabriela Gutiérrez has been researching for more than 20 years on recurrent pregnancy loss and unexplained infertility, that is, those conventional assisted fertility treatments that do not succeed.

For this reason, together with María Agustina Azpiroz, doctor in Medical Sciences and specialist in Reproductive Immunology, they decided to focus on understanding what were the underlying problems that do not allow a successful pregnancy, and instead of asking themselves how to achieve a successful pregnancy, they decided to start with another question: Why don't women get pregnant?

"If we understand the cause, everything changes. Of course there is no single cause, but everything we had developed in immunology with the TiME (Test inmunológico del endometrio) developed to measure endometrial status that we created in the first startup Inmunogenesis, helped us understand how we could get ahead. And so we came to the study of the microbiota. It turns out that there are far more viruses, bacteria and fungi in the body than cells. These populations live in different biomes such as the gut, skin and vagina. Our food is processed by these bacteria and a central focus of current scientific research is trying to understand which populations are beneficial and how they must be balanced, otherwise what is called dysbiosis occurs. We study how these dysbiosis alter fertility if we also add immunological markers and other systemic markers that can be found with blood tests," explains Gabriela with such simplicity that makes it seem simple.



"In this way we manage to package all this in a test that can be done at home and, based on the results, provide a personalized treatment to balance and improve the woman's state of health", adds the specialist, while stressing that her hypothesis is based on the fact that fertility problems are the first symptom of a subclinical disease: "When we understood this, we changed everything, we focused completely on the woman. Her health is what comes first, and I think we see it that way because we are women, that made us change the way we see it and, therefore, how we investigate it."

"There is an understanding that women's health becomes a central role."

Microgenesis for the world

This Argentine technology-based company emerged thanks to an Empretecno (subsidy granted by the Ministry of Science, Technology and Innovation) which soon caught the attention of GRIDx, a local incubator of biotechnology companies, who helped them land in Spain and the U.S. through IndieBio, based in San Francisco.

"Today it is no longer just an idea, we have achieved 12 pregnancies and the first baby has already been born in the U.S. A fertility technology developed in Argentina has already achieved concrete results abroad", highlights Gabriela.

“

Today it is no longer just an idea, we have achieved 12 pregnancies and the first baby has already been born in the U.S”.

Currently, Microgenesis' project is to develop the company commercially in North America: "We have already managed to demonstrate that it is useful, but another stage is for women to understand the point of our solution and why it benefits them. We are at a stage that has more to do with marketing and business than with science.

Inmunogenesis (2015) was the first biotech founded by Gabriela Gutiérrez with the aim of studying the endometrium, its condition and possible pathologies that affect the possibility and viability of a successful pregnancy. This is how she created TiME, a study useful in fertility, but oriented towards prevention through a diagnostic and treatment algorithm based on personalized medicine.

“

In this way we manage to package all this in a test that can be done at home and, based on the results, provide a personalized treatment to balance and improve the woman's state of health”.

For Gabriela, science is born of curiosity and curiosity makes us ask ourselves questions: "I think that as women our questions have another look and that allows us to do new science". However, she is emphatic in affirming that it was not easy to get to this place: "The doors to leadership positions never open easily and if you are a woman, it is even more difficult. If you look at who dominates publications and fertility clinics, you are far from gender equality. In my case, I did not have a female role model to imitate. That scientist who grows beyond her laboratory, who forms her company and does it together with other women did not yet exist. On the contrary, the system (beyond gender) was against a scientist creating a company. The road was hard, but the inspiration always came from the patients, from trying to understand them to give them a new opportunity".

Inmunogenesis (2015) was the first biotech founded by Gabriela Gutiérrez with the aim of studying the endometrium, its condition and possible pathologies that affect the possibility and viability of a successful pregnancy. This is how she created TiME, a study useful in fertility, but oriented towards prevention through a diagnostic and treatment algorithm based on personalized medicine.

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There is an understanding that women's health becomes a central role”.

The missing piece of the puzzle! I've always loved jigsaw puzzles, they are intriguing, complicated, exciting, and a great way to disconnect from technology and reconnect with myself. But up until recently, a 500 piece Caribbean Cultural Jigsaw puzzle had me "puzzled." There were two identical pieces sitting on my coffee table that didn't seem to fit. I tried looking at it from a different angle, dismantling and repositioning the section where it should be, and NOTHING!

The missing piece of the puzzle! I've always loved jigsaw puzzles, they are intriguing, complicated, exciting, and a great way to disconnect from technology and reconnect with myself. But up until recently, a 500 piece Caribbean Cultural Jigsaw puzzle had me "puzzled." There were two identical pieces sitting on my coffee table that didn't seem to fit. I tried looking at it from a different angle, dismantling and repositioning the section where it should be, and NOTHING!

Have you ever felt like you don't fit? Like somehow you're the piece of the puzzle that doesn't belong? It's not you; it's the system that's broken. A system that says there is a perceived way that you should act and look to be considered a leader - male and white.

And sadly, there is data to support this; women continue to be significantly underrepresented in the C-Suite:

- LGBTQ Women 0.6%
- Latino Women 4.3%
- Black Women 4.0%
- Asian Women 2.5%

Wait, there's more! To add insult to injustice, research has shown that physical attributes such as height, attractiveness, fitness, and tone of voice impact the perception of what some people consider leadership material.

Even though, by definition, a leader is a person who guides or directs a group and can lead

and influence others, the idea of who can be a leader is largely skewed by the very system that created it. Leadership should not come down to attractiveness, race, or gender. Leadership is multifaceted; it looks, acts, and sounds different and should not be limited in how it shows up in business and the workplace.

So, let's look at the problems with having few women and women of color in leadership and why gender diversity is better for everyone.

It's Just Good Business

Companies with one-third of women in management had a 25.6 percent annual return, so it stands to reason that having women in your C-Suite just makes perfect financial sense.

As younger generations begin occupying more space in the workforce and marketplace their actions indicate they develop brand loyalty for brands whose values align with their own. An organization that demonstrates strong diversity and inclusion values and policies buy themselves goodwill with their audience, which may positively impact their bottom line.

Moreover, having a diverse organization means an opportunity to hear new perspectives, new voices, and new approaches to providing solutions. Not only does it perpetuate growth, but it may prevent public backlash and controversy such as H&M's 2018 'monkey t-shirt' debacle.

Representation Matters

Representation matters, and when we say representation, we're not just talking about one token minority woman. To have one woman speaking on behalf of 52 % of the population means women's voices and contributions aren't being heard. The old ways of doing business will continue at the expense of innovation and creativity.

“

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Attract & Retain Great Talent

Let's be honest; we're in the age of the Great Resignation. As the workforce develops more agency and implements more boundaries, recruiters find it difficult to recruit top-tier talent, and companies find it difficult to hold on to top performers. In fact, a study that Glassdoor conducted found that whether or not a company embodied diversity could be the make or break factor for talent wanting to work for a company. 76 % of job seekers reported that diversity and inclusion were the key deciding factors for evaluating companies and job offers. Therefore, we can conclude that it augurs well for a company to build diversity and inclusion policies and stand by and embody them as well. Glassdoor



“

There are many reasons for companies to become more diverse and inclusive”.

Let's quickly recap. There are many reasons for companies to become more diverse and inclusive, including the fact that it makes good financial sense, provides the representation we need to create platforms for creativity and inclusion, and leads to employee recruitment and retention. As we acknowledge these benefits, we also acknowledge that there is still a way to get where we need to be.

It's my hope that with the Great Resignation comes a unique opportunity to dismantle this system that perpetuates biases and re- envision how we characterize leadership.



- leadership is a black woman with natural hair
- leadership a woman with Maori face Markings on television
- leadership is a 74-year-old black fashion model
- leadership is the entrepreneur building a successful business by bootstrapping
- leadership is all of us

When we define leadership as just looking or acting one specific way, we are missing out on great leaders all around us, and ways to propel our society forward. This is what great leaders look like.

SOLITA C. ROBERTS | Image Coach, Helping Black women show up authentically in the workplace, Speaker, Podcast Guest, LinkedIn Creator Accelerator Program Alumni, Personal Stylist, Workshop Facilitator [in](#) [📧](#)

The Blindspot of Leadership



MARCELO FUMASONI

By ANA LAURA CARREGA

”

The pandemic has affected the growth of women's places, especially in LATAM”.

He is Argentinean, studied Industrial Relations, has an MBA and two master's degrees, one in Human Resources of Organizational Psychology and the other in Professional Management Sciences with an International Business orientation. He claims to be passionate about three things: talent, education and diversity and inclusion. Find out how he thinks and what challenges him as Head of Human Resources at Microsoft Latam.

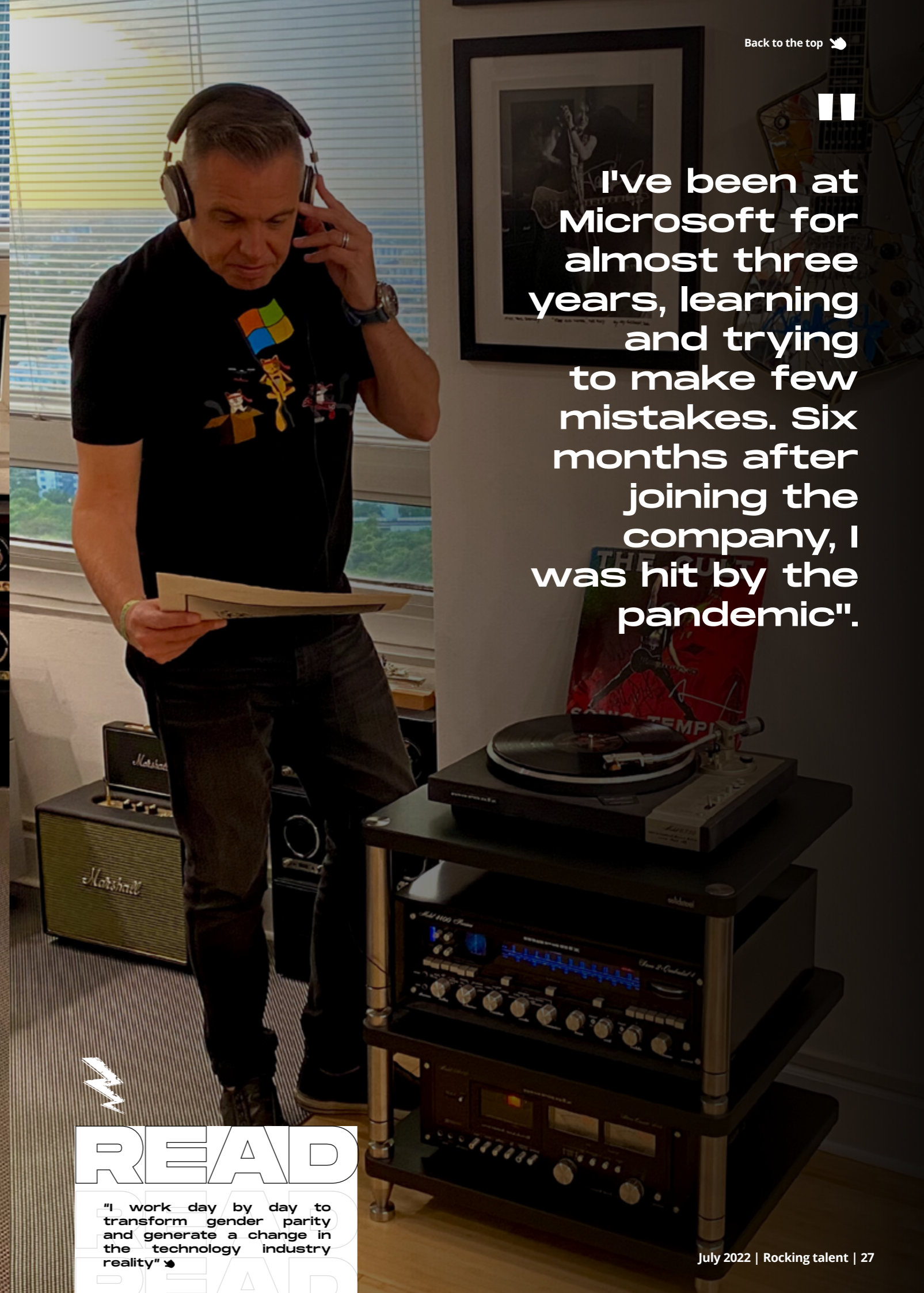
He took his first steps at **Banelco**, the first argentinian fintech company in the 90s, thanks to an internship through the university. At **McDonald's** he obtained his first position as head of Human Resources in a context of great expansion for the company. In the search for new professional challenges, he was the HR director of the Chilean group **Errázuriz**, where he had to create the HR teams for the different businesses, which had different audiences and needs. "This experience marked me a lot, they gave me the real opportunity to be a generalist without having the experience," Marcelo emphasizes during the virtual interview from his office in Miami, where he has lived for more than 20 years.

Another cornerstone that marked him in his career was working for the integration of **Aztra and Zéneca**: "It was a very strong cultural learning and personal adaptation", recalls Marcelo, and highlights that they proposed him to set up the LATAM office in the U.S. despite the fact that he did not know the U.S. legislation. What they told him would mark him forever: "You have freedom to act and, if something goes wrong, you have to respond for that. I learned that from them and I thought it was fantastic," he smiles.

He also worked at Novartis, where he focused on training in the region: "I already had the hook of the healthcare industry, of working with a purpose, with teams focused on innovation, and Novartis took me to the nth degree.

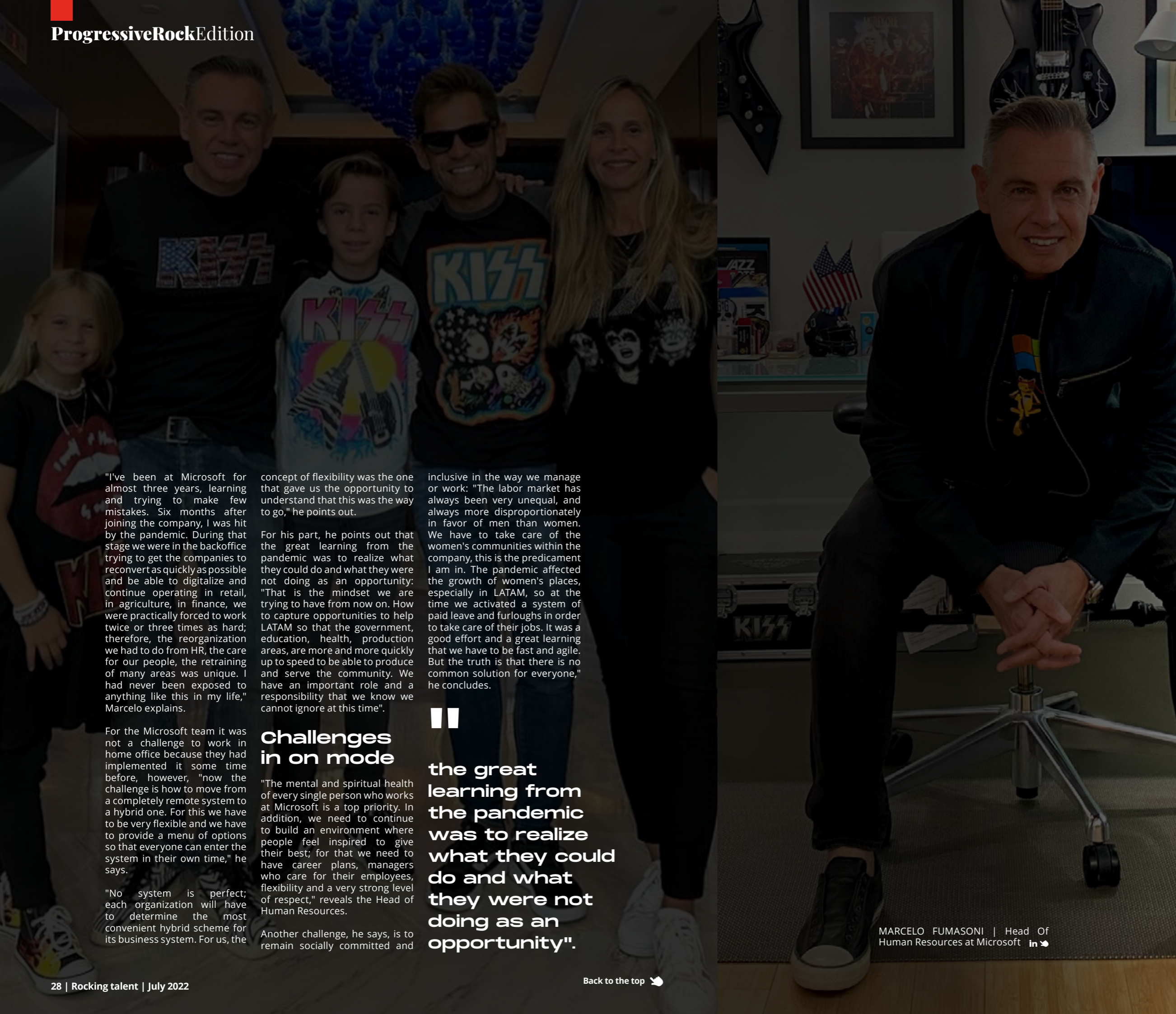
Marcelo remarks that in recent years he felt passionate about talent, education and diversity and inclusion. "I have built, both for young professionals and senior leaders, corporate universities and learning programs that were quite novel ten or fifteen years ago. At Novartis, for example, we had achieved 50 percent gender representation at all levels. This is my mission now at Microsoft," Fumasoni stresses, and confesses that when the opportunity to work for the technology giant came up he felt he was already "old".

“ At Novartis, for example, we had achieved 50 percent gender representation at all levels. This is my mission now at Microsoft”.



I've been at Microsoft for almost three years, learning and trying to make few mistakes. Six months after joining the company, I was hit by the pandemic”.

READ
“I work day by day to transform gender parity and generate a change in the technology industry reality”
READ



"I've been at Microsoft for almost three years, learning and trying to make few mistakes. Six months after joining the company, I was hit by the pandemic. During that stage we were in the backoffice trying to get the companies to reconvert as quickly as possible and be able to digitalize and continue operating in retail, in agriculture, in finance, we were practically forced to work twice or three times as hard; therefore, the reorganization we had to do from HR, the care for our people, the retraining of many areas was unique. I had never been exposed to anything like this in my life," Marcelo explains.

For the Microsoft team it was not a challenge to work in home office because they had implemented it some time before, however, "now the challenge is how to move from a completely remote system to a hybrid one. For this we have to be very flexible and we have to provide a menu of options so that everyone can enter the system in their own time," he says.

"No system is perfect; each organization will have to determine the most convenient hybrid scheme for its business system. For us, the

concept of flexibility was the one that gave us the opportunity to understand that this was the way to go," he points out.

For his part, he points out that the great learning from the pandemic was to realize what they could do and what they were not doing as an opportunity: "That is the mindset we are trying to have from now on. How to capture opportunities to help LATAM so that the government, education, health, production areas, are more and more quickly up to speed to be able to produce and serve the community. We have an important role and a responsibility that we know we cannot ignore at this time".

Challenges in on mode

"The mental and spiritual health of every single person who works at Microsoft is a top priority. In addition, we need to continue to build an environment where people feel inspired to give their best; for that we need to have career plans, managers who care for their employees, flexibility and a very strong level of respect," reveals the Head of Human Resources.

Another challenge, he says, is to remain socially committed and

inclusive in the way we manage or work: "The labor market has always been very unequal, and always more disproportionately in favor of men than women. We have to take care of the women's communities within the company, this is the predicament I am in. The pandemic affected the growth of women's places, especially in LATAM, so at the time we activated a system of paid leave and furloughs in order to take care of their jobs. It was a good effort and a great learning that we have to be fast and agile. But the truth is that there is no common solution for everyone," he concludes.

"the great learning from the pandemic was to realize what they could do and what they were not doing as an opportunity".

How to achieve a successful talent retention rate?

For companies like Microsoft, our talent is our production plant, retention is very important, and there are several levels that impact this:

1. Career development.

Having a clear career development plan for the individual and active in the minds of managers in the company is key. We are used to talking about career conversations, but the difference is having an articulated development plan that can then be adjusted because, like everything in life, nothing is perfect or linear. The formality of these conversations is key to ensure retention.

2. Workenviorment.

This requires a lot of flexibility rules, diverse work teams, with clear objectives. The role of the manager is fundamental, he/she must be the one who creates energy in the teams.

3. Compensation.

That is, what is the deal at the end of the journey. It is about the perception I have of what I have already given to the company and what the company gives me back.



KEY COMPETENCIES

"Cooperation, collaboration, innovation are skills that allow people to understand the role that the future plays or can play in the things they are doing. Companies like ours require all that intellectual power. But soft skills in terms of collaboration, participation, creation, that is, these social and technical competencies are relevant. There is not one that is common to all, you have to do your exercise to determine what is most relevant for each stage of the business you are representing or supporting."

MARCELO FUMASONI | Head Of Human Resources at Microsoft

3 SKILLS TO HAVE FEWER REGRETS AND MORE MEMORIES

By ADITI RAMCHANDANI

I used to chant the “YOLO I have no regrets” phrase with my friends until I realized this was a lie. I actually had a lot of regrets.

When you have a long list of regrets, life feels more painful. The most common regret people have on their deathbed is that they wished they were more courageous to live their truly wanted life.

So why are we not so courageous while we are alive? **A few reasons are because we let our fears win over our desires, we put others' expectations higher than our own, and we are afraid to stand out from the crowd.**

If you don't want this regret on your deathbed, there's plenty of time to shift this! Keep reading for three key skills that will make sure you have fewer regrets and more memories!

Know thyself

SELF-DISCOVERY IS THE FIRST SKILL YOU WANT TO DEVELOP TO HAVE FEWER REGRETS. Without

knowing what you want, it's hard to know what you're missing out on! This can start as a brainstorming list. Write this question at the top of the page and answer at least 20 things and challenge yourself to keep going for more: What lights me up?

The second great question is, **What do I want to experience before I die?** Challenge yourself to write as many things down, and the answers to these questions can become

your bucket list of things to conquer! Now, if the idea of conquering these things in real life absolutely terrifies you, then allow yourself to use it as an imagination exercise. Let yourself dream and GO there without any pressure of doing it (yet).

Another great self-discovery avenue is jealousy! Notice when you feel jealous because it is the perfect trigger to uncover what you want. When you are mad that someone else



has something and you don't, there's an opportunity for you to go deeper. Are you jealous because this person seems happier with “that” thing? Or is it something you truly want for yourself?

Conquer self-doubt

Self-doubt is one of the biggest joy blockers you can experience. It can be quite a crippling and paralyzing emotion. It stops you in the middle of your mojo. Had a great idea? WHOOP, there it went flying out the door as soon as self-doubt walked in. Sound familiar? You're not alone.

This is why conquering self-doubt is huge to have fewer regrets.

SELF-DOUBT CREATES SO MANY REGRETS SIMPLY BECAUSE IT MAKES US TOO SCARED TO GO AFTER IT.

The best way to tackle self-doubt is to face it head-on. Some great questions to reflect or journal on are: What am I so afraid of? So what if I fall flat on my face? Then what will happen? Follow the rabbit hole of where your biggest fear will lead you... and you'll often find that the worst thing that can happen is a horrible feeling in your body. Perhaps humiliation, rejection, embarrassment. The good news is that feelings won't kill you! They are a passing emotion.

The second part of conquering self-doubt is asking yourself the flip side questions: What will I gain from doing this? Will I regret it if I don't do this? This last question has helped me conquer self-doubt SO many times. Simply asking if I will regret not doing this gave me the green light to GO do it!

Make it happen

Follow-through is true mastery. Some of you got this down, but others of you... get easily lost in the minutiae of life. And this is where your regrets are born! The good news is by the time you know yourself and have conquered your self-doubt, this step becomes MUCH easier.



How will you make your list of desires happen?

MAKING A PLAN, PLACING IT IN YOUR CALENDAR, AND COORDINATING WITH OTHERS TO MAKE IT HAPPEN ARE GREAT WAYS TO DO IT.

Perhaps you can make a decision that you will conquer one of your desires per month or once a quarter. You get to decide. Sometimes you can conquer it solo, other times with a friend or a group of people.

Most importantly, don't make this a stressful exercise! Have FUN with it! The whole point of this is to have a FULLER life and enjoy your life on this planet more.

I am so excited to see you live a life of fewer regrets and MORE desires! Use these 3 skills to guide your adventure of life. Soon you will truly be living the “YOLO No Regrets” lifestyle. And you won't be bummed on your deathbed because you were courageous enough to live the life you wanted. Isn't that a beautiful thing?!

ADITI RAMCHANDANI | Wellness Speaker | Psychedelic Guide at Mindbloom | Life Coach - Tools to Reduce Stress & Flourish in

To achieve our goals, we're told that we have to identify the things we want and work hard to get them. While that wisdom can work, it's the round-about way to live into our aspirations. There is a better, more fulfilling path to what you really want. In this article, I share a different perspective on what it means to achieve your goals and how to make it happen.

Punchline? Instead of focusing on specific goals to achieve, try focusing on the feeling you actually want.

It's important to first recognize that your goals – everything you want – is not for the goal or "thing" itself. Sure, you want more money, a new job, a relationship, more time with your family, or a bigger house. While that all might sound enticing, it's not actually those things you want.

You want the way you think those things are going to make you feel. Your goals point to a desired feeling state. You want the feeling you think reaching your goals will give you.

Check it out: If you want more money it's because you probably want a greater sense of freedom and security. You might want a new job because you crave a feeling of challenge. If stronger relationships are your goal, then it's most likely a sense of connection you're

after. For most of us, we get so caught up in achieving the goal that we lose sight of what it's all about – a feeling.

STEP 1 ACHIEVE YOUR GOALS
Get curious.

The first step is to uncover the specific feeling you assume that goal will give you. If losing that annoying 19 lb gain from the COVID-19 pandemic is your goal, then ask, "What feeling would that give me?" Is it a sense of presence, control, or self-agency? Maybe it's pride, self-love, or energy? If you have your sights set on getting a promotion this year, ask yourself what it's really about. Is it respect? Significance? Invigoration?

Go beyond "good" and "better." Of course you want to feel "better" but that's not enough information to do anything about it. So get granular with what you want to feel until you feel an energized clarity about what you really want. Getting to the heart of your "why" starts the creative process. Why? Because our minds love to solve problems.

When you go straight to the desired feeling state, you cut out the intermediary and create a path of least resistance. You create a direct line to the true aspiration – a feeling state.

To walk that shorter path and experience a fulfillment no handbag, promotion, or new Land Rover Defender could ever provide, you have to get curious and honest about what you want to feel.

STEP 2 ACHIEVE YOUR GOALS
Follow your inspiration, not a strategy.

Early on we are taught that if we follow the formula, we will have done it "right." And then we'll be happy.

It goes something like this:
Do well in school and you'll get good grades.

Use your good grades to get into a prestigious college.

Pick a noble degree, and then another, (and possibly another) so you can get a good job.

In your good job, climb the ladder and make lots of money.

Then you will be happy.

We all know this strategy is not fool-proof. Despite following it perfectly, you could very well end up hating the company you work for. You could end up miserable in a relationship you can't get out of. Disillusioned by the industry you feel stuck in,

you wonder how you ended up in the wrong field. And more, how the hell are you going to buy your way into meaning and fulfillment. (cue Land Rover)

The strategy doesn't necessarily work because it doesn't factor in the most important part of the equation: the inspiration and feeling factor needed at all stages of the process! Instead we become spellbound by a strategy we think we "should" be following. We're convinced if we do it right and achieve the "thing" – we'll feel like we've arrived, and hopefully happy.

Yet often we're not.

How to get around this?

||
The secret is to feel it out, don't figure it out".

Figuring, calculating, strategizing your way to

your goals ignores the most important part of life itself: how you feel in your life as you go about your life. Instead of following a formula that leads to nowhere, shift and be now-here. Listen for the inklings and impulses pointing you into passion, fascination, meaning, purpose and joy. Listen to your intuition and honor those inspired, life-energizing thoughts that prompt you... to keep reading... until 2am in the morning about regenerative technologies or advances social neuroscience. Follow the feelings that have you so compelled, even if they don't "make sense." You're listening for that feeling that makes you feel buoyant, energized, expansive...

Because that's where your desired feeling state lives.

It's in your inspiration. Your inspiration is uniquely yours and it won't lead you astray.

STEP 3 ACHIEVE YOUR GOALS
Stop thinking there is a specific way your life is supposed to go.

When we follow a formula or strategy to the supposed good life, we fall into the trap it's gotta go a certain way. But when it doesn't go according to plan, we automatically assume we're failing, unlucky, or off-track. That doesn't feel good.

We can eliminate a lot of anxiety by accepting the fact that there is no ultimate plan for happiness. AND, that it will never go according to a plan. (Case in point: How much of what you thought would be true for you 10 years ago is what you're actually living now?) Instead, I encourage you to think as far as it feels good, and think no further. Use your inspiration to guide you to your desired feeling state and be open to what opportunities life presents you.

STEP 4 ACHIEVE YOUR GOALS
Be bold and act.

Now that we're clear that all goals map to a desired feeling state, all that's left to do is follow the feeling.

Which requires action! And sometimes that's scary!

||
But instead of getting scared. Get excited. The universe favors the bold".



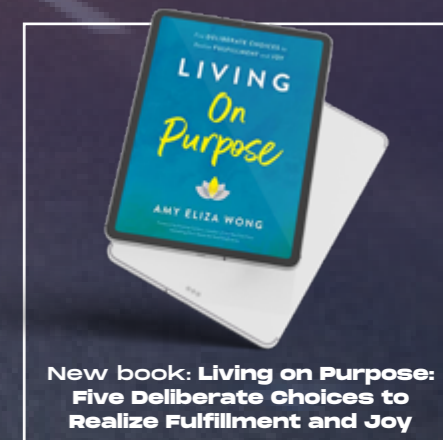
Lean into all things uncomfortably exciting because that's how you expand your horizon of possibilities. When presented with options, opportunities, ideas and endeavors feel into them and discern how it truly feels. Does this job opportunity feel buzzy and exciting or does it seem calculated? Does it feel good or seem to make sense? The more you can discern between what feels expansive and energizing vs. heavy and analytical, the easier it will get to pick out those opportunities that present a direct line to your desired feeling state.

When that expansive feeling presents itself, you must act. Despite not having all the information. Despite it maybe not making complete "sense." When the feeling of inspiration is present, choose momentum over certainty. Make the moves to bring to life the gifts that life have presented to you.

What happens when these 4 steps become a life practice?

You'll have a different relationship to the word "goals." No doubt you will still identify the things you want to achieve that would be fun, amazing, and profitable - things like as launching a new brand, publishing

a book, or starting a new company. But instead of falsely thinking that the end game is achieving them, you use them as a means to feel into the best feelings life has to offer... an incredible, life-giving state of energy, hope, enthusiasm, eagerness, expansion, curiosity, fulfillment and meaning that no "thing" could ever provide you.



New book: Living on Purpose: Five Deliberate Choices to Realize Fulfillment and Joy
AMY ELIZA WONG | Helping Leadership Teams Build Trust, Strengthen Partnerships & Get More Done, Amazon Best Selling Author, Executive Leadership Coach, Facilitator, Founder & Public Speaker in ↗

HOW TO ACHIEVE YOUR GOALS IN 4 STEPS

By AMY ELIZA WONG

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